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DD/S 66-0548

28 JAN 1966

MEMORANDUM FOR: Director of Training


SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 7 Dec 65 for ExDir-Compt fm DD/S,
same subj

1. Please note the comments of the Executive Director-Comptroller on reference memorandum (attached) which set forth implementation action on subject program. The Office of Training is hereby assigned action for organizing this program and arranging the appropriate schedule of briefings. I would like to report to the Director of Central Intelligence by 15 February on how you propose to carry out this program.

2. The Executive Director-Comptroller discussed this program at the Executive Committee meeting on 21 January. In the discussion that followed it was indicated that most senior officers of any given Directorate have a reasonably good understanding of the functions and responsibilities of the other Directorates. It was suggested that the briefings could be particularly beneficial if the Directorates could make known what areas of information and activities they would like to have the other Directorates cover in their briefings. This is predicated on the fact that there are certain activities of each Directorate which are little known to the other Directorates concerning which a full-scale briefing and explanation would be most helpful. In setting up the program it is suggested that each Directorate be queried along this line to obtain listings of those areas of activity for briefing purposes by the other Directorates.

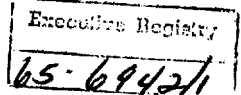
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R. L. Bannerman
Deputy Director
for Support

Att: Ref Memo

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downgrading and
declassification



7 DEC 1965

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

1. This memorandum is for your information only.
2. Reference is made to our earlier conversation concerning the decision to bring about a greater understanding between Directorates. I offer the following suggestions as to how this might be accomplished:

done by
Ex. Dir.
21 Jan 62
→

a. The DCI could, on an appropriate occasion such as an Executive Committee meeting, express his desire that each Directorate have a greater understanding and be knowledgeable of the programs, activities and problems of the other Directorates. This knowledge and understanding could promote greater appreciation of the mutual problems between Directorates and would encourage more team work and coordination on behalf of overall Agency interests. Development of the concept that all Agency activities, regardless of Directorate prerogative, have an impact and a contribution to the efforts and responsibilities of the other Directorates will bring about a greater understanding of their mutual efforts and permit more efficient and smoother accomplishment of Agency missions.

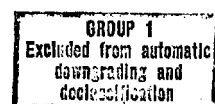
OK
→

b. In an effort to accomplish the above, each Directorate could arrange to brief the other Directorates at the senior staff level on its programs, plans, activities and problems. Areas of mutual interest could be highlighted and problems of interface, communications, and perhaps jurisdiction could be highlighted. I would suggest a discussion period following the presentation with a view to developing a format where areas of additional cooperation could be enhanced.

Defen
→
Let's see
how the first
level goes
first.

c. It is further suggested that a program of briefings not as extensive as (b) above be arranged for the second level of staff supervision of each Directorate. This would permit the briefing of the second

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supervisory levels of each Directorate on the programs, plans, activities, and problems of other Directorates, but without introducing discussions of broader policy questions in inter-Directorate relations. These briefings could be followed by a discussion period for the enlightenment of the participating personnel.

OK → d. The Office of Training could incorporate into certain of its review courses, condensations of these briefings which would develop and promote a better understanding of the overall Agency interests and interrelationships between Directorates in accomplishing the broad Agency mission.

e. If such a program is deemed appropriate to achieve this objective, I would think that the basic objectives could be accomplished within six to eight months. This program would reach the bulk of the first and second line supervisors of the Agency and they in turn could translate this through their command channels into a more effective program of coordination, cooperation, and Agency team effort. Through the OTR training programs, the substance of these briefings would be available to employees returning from overseas duty and to new professional employees entering on duty. In this manner, overall Agency coverage could be achieved.

2. If the above suggestions are acceptable, OTR can prepare a proposal to achieve these objectives.

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[REDACTED]
R. L. Bannerman
Deputy Director
for Support

[REDACTED]
21 Jan 66
25X1A

DDZ
Please proceed per
our discussion at
the morning meeting
of 21 Jan. - would
like to move promptly
and will want to show
DCZ in reasonably near
future what we
have

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